



Maryland's Public Mental Health System

Provider Survey 2013

EXECUTIVE SUMMARY AND APPENDICES

I. INTRODUCTION

The Mental Hygiene Administration (MHA) contracts with ValueOptions® Maryland to provide various administrative services, including evaluation activities, for the Public Mental Health System (PMHS). One of the evaluation activities is the biennial administration of a provider survey. The survey is designed to collect information regarding providers' experiences and satisfaction with MHA, the Core Service Agencies (CSAs), and the Administrative Services Organization, ValueOptions®. The survey protocol was reviewed by the Department of Health and Mental Hygiene's (DHMH) Institutional Review Board (IRB) and determined to be exempt.

ValueOptions® subcontracted with Fact Finders, Inc. to conduct the 2013 provider survey. Fact Finders, Inc. conducted all programming, processing, analysis, and reporting in-house. This report represents findings of the 2013 provider survey.

II. METHODOLOGY

Database

ValueOptions® Maryland forwarded the provider database to Fact Finders. This database included all of the programs and facilities, and all of the individual providers/practitioners who had provided services for 15 or more PMHS consumers in calendar year 2012.

Questionnaire

The questionnaire text was written by MHA (see Appendix A). In addition to programming the questionnaire for computer assisted telephone interviewing (CATI), Fact Finders formatted the questionnaire for mail and fax administration. The resulting final questionnaire was approved by MHA and reviewed by the IRB.

Data Collection

To encourage participation, providers were offered several options for participation, including:

- Completing the questionnaire in the mailed packet;
- Completing a telephone interview:
 - at the time of the Fact Finders' initial telephone contact,
 - by making an appointment, or
 - by calling Fact Finders' toll-free telephone number; or
- Completing a faxed questionnaire.

Mail: Prenotification packets were mailed on February 22, 2013 to 1,923 providers (1,378 individual providers/practitioners who had provided services for 15 or more consumers in 2012 and all of the 545 programs and facilities). Packets included a cover letter introducing the survey, a copy of the survey questionnaire, and a postage-paid return envelope.

Fax: In both the prenotification mailing and subsequent telephone contacts, all providers were given the option of receiving and returning a questionnaire by fax.

Toll-free telephone number: All providers were given the option of calling Fact Finders' toll-free telephone number (800-895-FACT) at any time between 9 a.m. and 9 p.m. EST. Fact Finders supports this number with an immediate warm transfer to an interviewer.

Telephone: All interviews were conducted in-house by Fact Finders' skilled staff interviewers using a CATI system. Two weeks following the prenotification mailing, an initial call to provider offices was made to reference the survey and schedule an appointment for an interview between 9 a.m. and 9 p.m. local time on weekdays; an interviewer then called at the appointed date and time. Commonly, repeated phone calls were required before the provider's schedule permitted completion of the interview, and as many as eight repeat phone calls were made before a final disposition was assigned. All of the telephone interviews were conducted between March 8 and May 23, 2013.

Response

The total number of providers who participated in this survey is 337; the modes of participation were as follows:

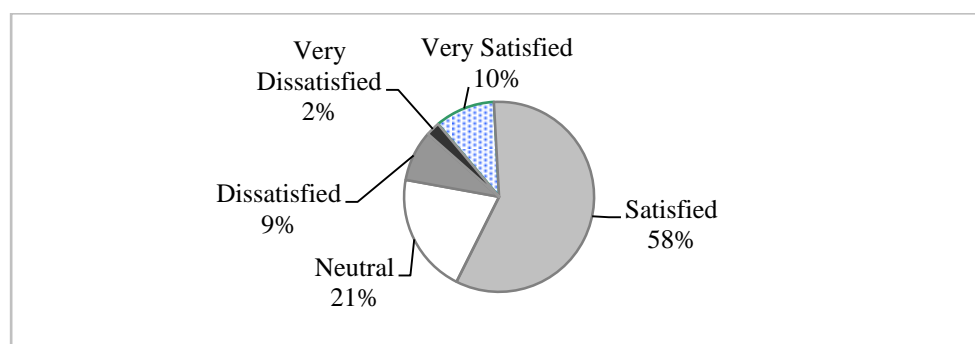
- Telephone interview by appointment/outbound call: 66
- Inbound calls to Fact Finders' toll-free telephone number: 52
- Mailed back completed questionnaire: 166
- Faxed back completed questionnaire: 53

Programs/Facilities			Individual Providers/Practitioners		
Initial Sample/ Mailed Questionnaires	Completed by Phone, Fax, or Mail	Percentage Completed	Initial Sample/ Mailed Questionnaires	Completed by Phone, Fax, or Mail	Percentage Completed
545	134	24.6%	1,378	203	14.7%

III. SURVEY RESULTS: PROGRAMS/FACILITIES

Satisfaction with the Mental Hygiene Administration (MHA)

Overall Satisfaction: The majority (68%) of the 127 programs/facilities that responded are *very satisfied* or *satisfied* with MHA.



Survey Question: What is your overall satisfaction with the Mental Hygiene Administration, or MHA?

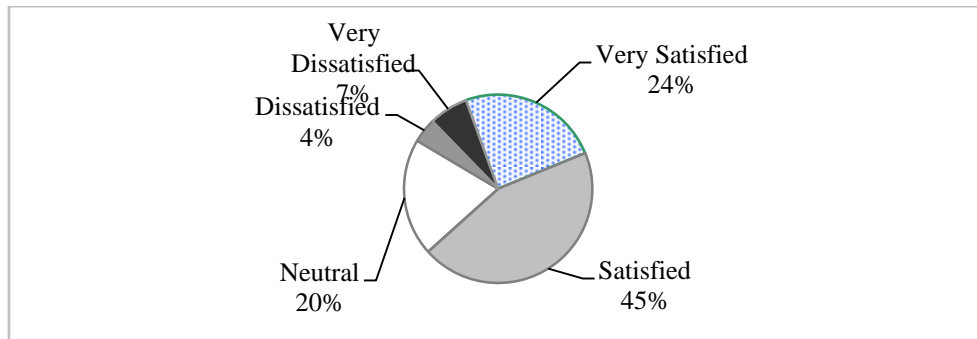
Satisfaction with Services: For 7 of the 10 survey items, over half of the programs/facilities are *very satisfied* or *satisfied*.

SUMMARY OF MHA SATISFACTION RATINGS PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	10.9%	59.4%	18.0%	10.2%	1.6%	128
Clarity of Regulations	8.5%	54.3%	24.0%	10.9%	2.3%	129
Medical Necessity Criteria and Referral Guidelines	14.0%	61.2%	13.2%	7.8%	3.9%	129
Timeliness of Communication about the PMHS	18.0%	53.1%	17.2%	7.8%	3.9%	128
Reimbursement Rates	6.3%	33.3%	23.8%	28.6%	7.9%	126
Provider Involvement in Policy Making	9.6%	33.6%	31.2%	18.4%	7.2%	125
Provider Training	6.2%	44.5%	32.0%	12.5%	4.7%	128
Technical Assistance	13.5%	41.3%	31.7%	9.5%	4.0%	126
Addressing Concerns	10.4%	31.2%	25.0%	22.9%	10.4%	48
Outcomes Measurement System (OMS)	12.3%	45.6%	24.6%	13.2%	4.4%	114
<p><i>Survey question: These questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

Suggestions: A summary of providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on communication and reimbursement rates.

Satisfaction with the Core Service Agencies (CSAs)

Overall Satisfaction: The majority (69%) of the 119 programs/facilities that responded are *very satisfied* or *satisfied* with the CSAs.



Survey Question: What is your overall satisfaction with the Core Service Agency, or CSA?

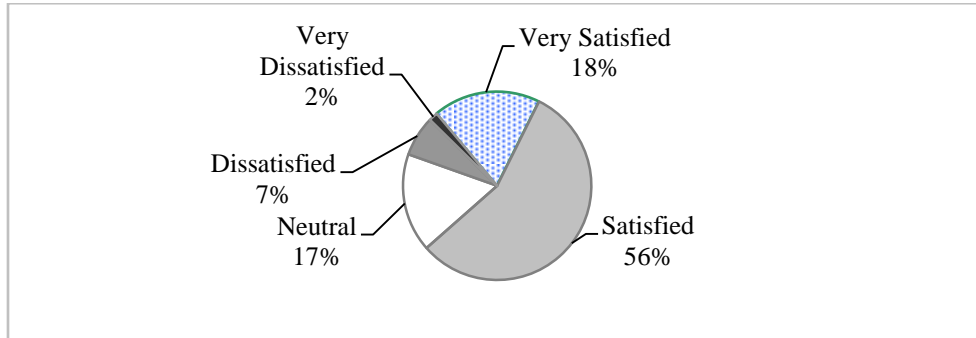
Satisfaction with Services: For all 10 survey items, over half of the programs/facilities are *very satisfied* or *satisfied*.

SUMMARY OF CSA SATISFACTION RATINGS PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	17.2%	50.8%	20.5%	7.4%	4.1%	122
Timeliness of Authorizations and Eligibility Determinations	18.4%	55.3%	16.7%	7.0%	2.6%	114
Accessibility to Providers	28.8%	46.6%	16.1%	6.8%	1.7%	118
Timeliness of Communication about the PMHS	20.8%	49.2%	20.0%	6.7%	3.3%	120
Leadership in Solving Local Mental Health Problems	22.0%	40.7%	22.9%	7.6%	6.8%	118
Planning for Local Mental Health Needs	13.3%	47.5%	22.5%	10.0%	6.7%	120
Provider Involvement in Policy Making	11.3%	40.9%	30.4%	9.6%	7.8%	115
Technical Assistance	11.7%	46.8%	32.4%	4.5%	4.5%	111
Interagency Coordination	16.8%	44.5%	26.1%	8.4%	4.2%	119
Addressing Concerns	24.0%	46.0%	12.0%	6.0%	12.0%	50
<p><i>Survey question: This set of questions focuses on your current level of satisfaction with the Core Service Agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

Suggestions: A summary of providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on communication.

Satisfaction with ValueOptions[®] Maryland

Overall Satisfaction: The majority (74%) of the 130 programs/facilities that responded are *very satisfied* or *satisfied* with ValueOptions[®] Maryland.



Survey Question: What is your overall satisfaction with ValueOptions?

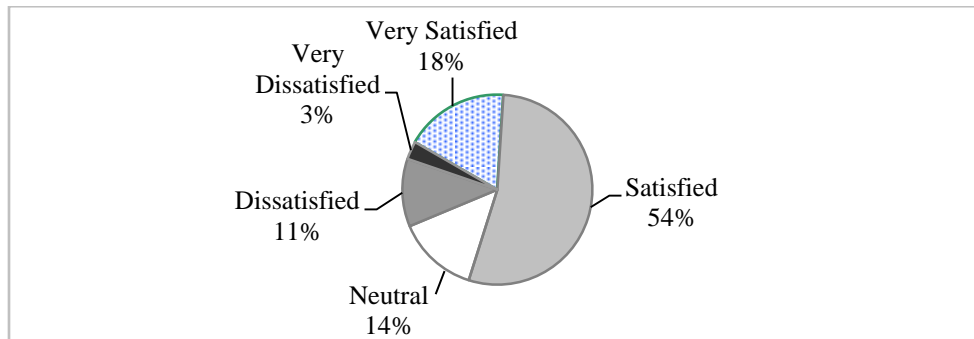
Satisfaction with Services: For 15 of the 17 survey items, over half of the programs/facilities are *very satisfied* or *satisfied*.

SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	23.6%	57.7%	14.6%	4.1%	0.0%	123
Knowledge of Care Managers During Business Hours	16.9%	54.0%	18.5%	8.1%	2.4%	124
Knowledge of Care Managers After Hours	9.0%	38.2%	41.6%	11.2%	0.0%	89
Online Authorization	34.1%	46.0%	12.7%	7.1%	0.0%	126
Application of Medical Necessity Criteria	9.5%	57.1%	26.2%	5.6%	1.6%	126
Timely Authorization	35.6%	42.4%	18.2%	3.8%	0.0%	132
Medical Necessity Appeals Process	9.4%	33.3%	40.6%	12.5%	4.2%	96
Availability of Customer Service Representatives	27.9%	50.4%	14.7%	7.0%	0.0%	129
Knowledge of Customer Service Representatives	17.6%	51.1%	22.9%	7.6%	0.8%	131
Paper Claims Processing	7.6%	50.6%	34.2%	7.6%	0.0%	79
Electronic Claims Processing	28.8%	48.3%	17.8%	3.4%	1.7%	118
Claims Appeal Process	12.0%	47.0%	29.0%	9.0%	3.0%	100
Clarity of Provider Manual	10.4%	56.8%	23.2%	8.0%	1.6%	125
Online Communication	21.9%	58.6%	10.9%	5.5%	3.1%	128
Provider Training	8.1%	49.6%	30.1%	11.4%	0.8%	123
Provider Auditing and Consultation Process	10.0%	45.5%	37.3%	6.4%	0.9%	110
Addressing Concerns	12.1%	41.4%	25.9%	13.8%	6.9%	58
<i>Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions® Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i>						
<i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i>						

Suggestions: A summary of providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on customer service.

Ability to Meet Clinical Needs

Overall Satisfaction: The majority (72%) of the 130 programs/facilities that responded are *very satisfied* or *satisfied* with their ability to meet the clinical needs of the consumers they serve.

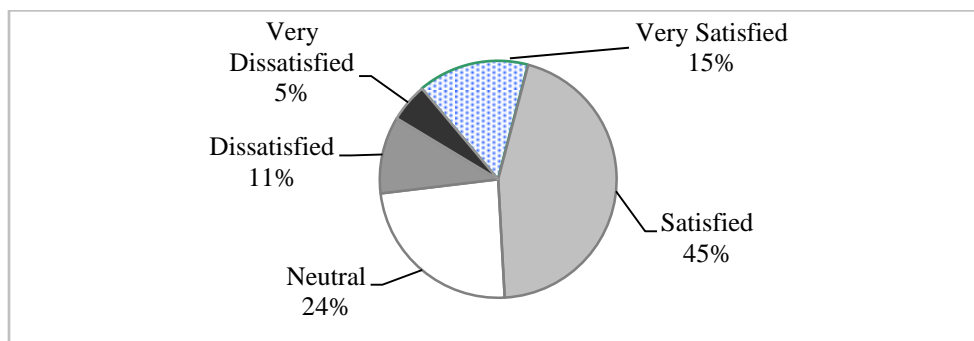


Survey Question: What is your current level of satisfaction with your ability to meet the clinical needs of the consumers you serve within this system?

IV. SURVEY RESULTS: INDIVIDUAL PROVIDERS/PRACTITIONERS

Satisfaction with the Mental Hygiene Administration (MHA)

Overall Satisfaction: The majority (60%) of the 171 individual providers/practitioners that responded are *very satisfied* or *satisfied* with MHA.



Survey Question: What is your overall satisfaction with the Mental Hygiene Administration, or MHA?

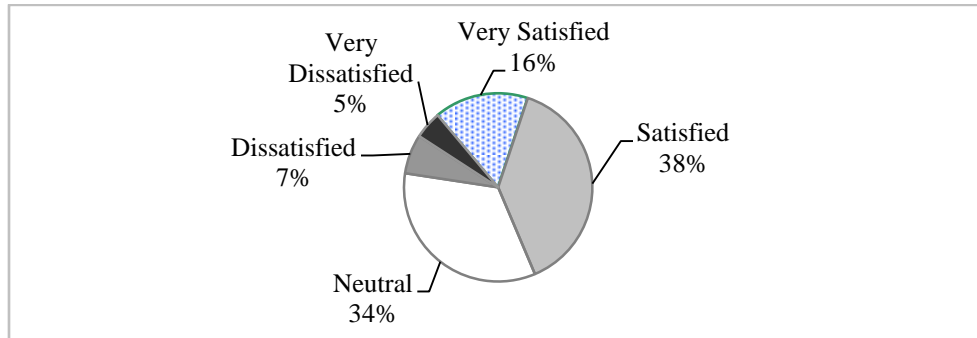
Satisfaction with Services: For 6 of the 10 survey items, over half of the individual providers/practitioners are *very satisfied* or *satisfied*.

SUMMARY OF MHA SATISFACTION RATINGS INDIVIDUAL PROVIDERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	18.8%	46.5%	20.0%	10.0%	4.7%	170
Clarity of Regulations	14.6%	44.4%	29.2%	8.8%	2.9%	171
Medical Necessity Criteria and Referral Guidelines	17.9%	43.2%	25.9%	10.5%	2.5%	162
Timeliness of Communication about the PMHS	22.2%	43.8%	19.8%	9.9%	4.3%	162
Reimbursement Rates	15.3%	31.2%	21.8%	24.1%	7.6%	170
Provider Involvement in Policy Making	11.3%	20.7%	47.3%	12.7%	8.0%	150
Provider Training	11.8%	34.2%	39.5%	12.5%	2.0%	152
Technical Assistance	20.4%	45.2%	24.8%	6.4%	3.2%	157
Addressing Concerns	10.3%	20.7%	13.8%	37.9%	17.2%	29
Outcomes Measurement System (OMS)	19.5%	36.7%	35.2%	4.7%	3.9%	128
<p><i>Survey question: These questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

Suggestions: A summary of individual providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on reimbursement rates and communication.

Satisfaction with the Core Service Agencies (CSAs)

Overall Satisfaction: Over half (54%) of the 148 individual providers/practitioners that responded are *very satisfied* or *satisfied* with the CSA.



Survey Question: What is your overall satisfaction with the Core Service Agency, or CSA?

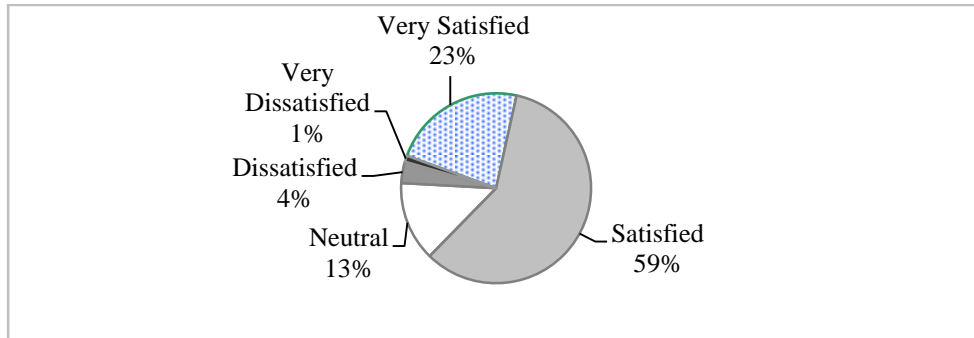
Satisfaction with Services: For 6 of the 10 survey items, over half of the individual providers/practitioners are *very satisfied* or *satisfied*.

SUMMARY OF CSA SATISFACTION RATINGS INDIVIDUAL PROVIDERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	16.4%	35.6%	37.7%	6.8%	3.4%	146
Timeliness of Authorizations and Eligibility Determinations	25.2%	41.7%	21.2%	7.9%	4.0%	151
Accessibility to Providers	16.9%	43.2%	27.0%	10.1%	2.7%	148
Timeliness of Communication about the PMHS	15.0%	38.8%	36.7%	8.2%	1.4%	147
Leadership in Solving Local Mental Health Problems	12.5%	31.2%	37.5%	14.6%	4.2%	144
Planning for Local Mental Health Needs	13.9%	26.4%	41.7%	11.8%	6.2%	144
Provider Involvement in Policy Making	9.0%	24.8%	46.6%	14.3%	5.3%	133
Technical Assistance	17.9%	39.3%	32.9%	7.1%	2.9%	140
Interagency Coordination	16.4%	30.0%	37.9%	10.0%	5.7%	140
Addressing Concerns	21.7%	30.4%	8.7%	30.4%	8.7%	23
<p><i>Survey question: This set of questions focuses on your current level of satisfaction with the Core Service Agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

Suggestions: A summary of individual providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on communication.

Satisfaction with ValueOptions[®] Maryland

Overall Satisfaction: A large majority (82%) of the 192 individual providers/practitioners that responded are *very satisfied* or *satisfied* with ValueOptions[®] Maryland.



Survey Question: What is your overall satisfaction with ValueOptions?

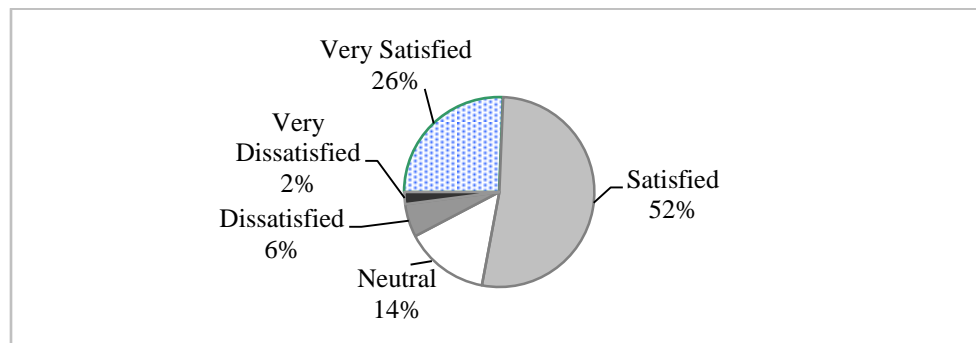
Satisfaction with Services: For 13 of the 17 survey items, at least half of the individual providers/practitioners are *very satisfied* or *satisfied*.

SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS INDIVIDUAL PROVIDERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	32.4%	49.4%	12.4%	4.7%	1.2%	170
Knowledge of Care Managers During Business Hours	25.9%	50.0%	15.7%	7.2%	1.2%	166
Knowledge of Care Managers After Hours	14.9%	27.3%	48.8%	6.6%	2.5%	121
Online Authorization	41.6%	43.8%	5.1%	7.3%	2.2%	178
Application of Medical Necessity Criteria	18.5%	51.1%	22.5%	4.5%	3.4%	178
Timely Authorization	40.6%	46.4%	7.8%	2.6%	2.6%	192
Medical Necessity Appeals Process	10.4%	30.4%	45.6%	6.4%	7.2%	125
Availability of Customer Service Representatives	27.2%	46.2%	16.3%	9.2%	1.1%	184
Knowledge of Customer Service Representatives	25.4%	48.6%	17.8%	5.9%	2.2%	185
Paper Claims Processing	24.3%	44.3%	26.4%	3.6%	1.4%	140
Electronic Claims Processing	37.0%	38.8%	21.2%	2.4%	0.6%	165
Claims Appeal Process	11.1%	32.6%	45.2%	8.9%	2.2%	135
Clarity of Provider Manual	13.4%	51.8%	29.3%	4.9%	0.6%	164
Online Communication	19.4%	49.7%	25.1%	4.6%	1.1%	175
Provider Training	14.0%	41.3%	38.5%	4.9%	1.4%	143
Provider Auditing and Consultation Process	12.3%	37.7%	41.5%	5.4%	3.1%	130
Addressing Concerns	16.7%	30.6%	19.4%	25.0%	8.3%	36
<i>Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions® Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i>						
<i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i>						

Suggestions: A summary of individual providers' suggestions can be found in Appendix C. While most providers had positive comments or no suggestions, several focused on authorizations and customer service.

Ability to Meet Clinical Needs

Overall Satisfaction: The majority (78%) of the 195 individual providers/practitioners that responded are *very satisfied* or *satisfied* with their ability to meet the clinical needs of the consumers they serve within the system.



Survey Question: What is your current level of satisfaction with your ability to meet the clinical needs of the consumers you serve within this system?

V. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE SURVEYS

Data Collection

There were significant challenges in this data collection effort, with implications for the next administration of the provider survey.

- Of the 1,923 providers who were mailed packets, 386 did not have a phone number listed in the database, and another 291 had non-working or incorrect phone numbers.
- Of the 545 Programs/Facilities, 349 (64%) did not have the Program Director's name listed in the database. Therefore, the mailing was addressed to "Program Director" and not to a specific person.

Increasing response rates in provider surveys such as this requires multiple modes of data collection along with multiple contacts for each provider in the sample. For the next survey, Fact Finders recommends the following, if possible:

- Populate the "Program Director" field for all programs and facilities in the database.
- Provide working telephone numbers for the individuals, programs, and facilities.
- Consider adding an online survey component to the other data collection modes, as another option for survey participation.

Questionnaire

Prior to fielding the next provider survey, Fact Finders recommends reviewing the responses to this survey, procedures that may have changed, suspected weaknesses in service, and terminology to ensure that the survey is sufficiently updated to best meet management and tracking needs. This will be especially important considering the major changes in the behavioral health system that are expected in the next two to three years.

VI. APPENDICES

Appendices to this report follow.

Appendix A: Provider Survey Letter and Questionnaire

Appendix B: Additional Survey Analyses

Appendix C: Summary of Provider Suggestions for Improvement

APPENDIX A: Provider Survey Letter and Questionnaire



STATE OF MARYLAND
DHMH

Maryland Department of Health and Mental Hygiene
Mental Hygiene Administration

Spring Grove Hospital Center • Dix Building
55 Wade Avenue • Catonsville, Maryland 21228

Martin O'Malley, Governor – Anthony G. Brown, Lt. Governor – Joshua M. Sharfstein, M.D., Secretary
Brian M. Hepburn, M.D., Executive Director

February 2013

Dear Public Mental Health System Provider:

The Maryland Mental Hygiene Administration (MHA) is conducting a Provider Satisfaction Survey about the Public Mental Health System (PMHS). We would like your opinions about the system, including the roles of the Mental Hygiene Administration (MHA), the Core Service Agencies (CSA), and the Administrative Services Organization (ASO), ValueOptions® Maryland.

The information provided by the Provider Satisfaction Survey will be used as a quality improvement tool to identify the areas most favorably rated, as well as areas of concern for providers. ValueOptions® Maryland administers the PMHS Provider Satisfaction Survey on behalf of the MHA. If you are contacted about the survey, please assist us by completing the survey.

Maryland's Department of Health and Mental Hygiene Institutional Review Board (IRB) has approved the recruitment of participants for this survey. Your name was obtained from the PMHS file of active providers. Participation in this survey will in no way affect your compensation or participation in the PMHS. You may choose not to answer any question you wish.

This year this survey is being administered by a third party, Fact Finders, the opinion research company providing services for ValueOptions® Maryland. In order to protect your privacy, the surveys are anonymous. Your name will not be associated with your specific answers.

If you have questions or comments, or would like additional information, please feel free to contact Jarrell Pipkin, Director, Quality Management, ValueOptions® Maryland, at (410) 691-4012. If you have any questions about your rights in this survey, please contact Gay Hutchen, Administrator, Institutional Review Board, 201 West Preston Street, 3rd Floor, Baltimore, MD 21201, (410) 767-8448.

Thank you for your help.

Sincerely,

Brian Hepburn, M.D.
Executive Director, Mental Hygiene Administration

Sequence number 99901 For questions or assistance please contact: Fact Finders at (Toll-free) 1-800-895-3228.	Please return completed questionnaire to: FAX (Toll-free): 1-877-895-3201
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INTRODUCTION

The purpose of this survey is to ask providers for their opinions about the Public Mental Health System (PMHS), including the Mental Hygiene Administration (MHA), the Core Service Agencies (CSA) and the Administrative Services Organization (ASO), ValueOptions® Maryland. The information provided by this survey will be used as a quality improvement tool to identify the areas most favorably rated as well as the areas of concern for providers.

This survey is being administered by Fact Finders providing services for ValueOptions. Your participation in this survey and your responses will be anonymous; Fact Finders will present all findings in the aggregate, without the use of any provider names. You may notice a sequence number on this questionnaire; this is to enable Fact Finders to tally those who have responded and remind those who have not yet responded. For OMHC and PRP facilities, we ask that the survey be completed by the Program Director or their designee.

This year, you may participate in the survey by telephone, fax, or mail. In the next few weeks you may anticipate a telephone call from Fact Finders asking you to participate in a telephone interview. Alternately, if you prefer, we invite you to participate in this survey by calling Fact Finders, or faxing or mailing back this questionnaire. Please participate in the method most convenient for you.

Phone Interview:	Call Fact Finders at your convenience weekdays 9 AM to 9 PM at: (Toll-free) 800 895-3228 .
Fax:	Fax this completed questionnaire to (Toll-free): 877 895-3201 . (<i>No fax cover sheet necessary.</i>)
Mail:	Return this completed questionnaire to: FACT FINDERS, 2010 WESTERN AVENUE, ALBANY NY 12203.

Thank you very much for participating in this survey.

Sequence number 99901
For questions or assistance please contact:
Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
FAX (Toll-free): **1-877-895-3201**

SATISFACTION WITH MENTAL HYGIENE ADMINISTRATION (MHA)

THESE QUESTIONS FOCUS ON YOUR CURRENT LEVEL OF SATISFACTION WITH THE MENTAL HYGIENE ADMINISTRATION, OR MHA. ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED WITH ...?

<i>(Please Circle Your Response to Each Question)</i>						
1. CLARITY OF POLICIES, PROCEDURES, AND OTHER COMMUNICATION	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
2. CLARITY OF REGULATIONS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
3. MEDICAL NECESSITY CRITERIA AND REFERRAL GUIDELINES	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
4. TIMELINESS OF COMMUNICATION ABOUT THE P.M.H.S.	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
5. REIMBURSEMENT RATES	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
6. PROVIDER INVOLVEMENT IN POLICY MAKING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
7. PROVIDER TRAINING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
8. TECHNICAL ASSISTANCE	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
9. THE OUTCOMES MEASUREMENT SYSTEM, OR OMS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

10. IN THE LAST YEAR, DID YOU EXPRESS ANY CONCERNS TO MHA?

- ☐ Yes
☐ No *(Skip to Q12)*

11. HOW SATISFIED WERE YOU WITH HOW YOUR CONCERNS WERE ADDRESSED?	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
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12. WHAT IS YOUR OVERALL SATISFACTION WITH THE MENTAL HYGIENE ADMINISTRATION? ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED

- ☐ Very Satisfied
☐ Satisfied
☐ Neutral
☐ Dissatisfied
☐ Very Dissatisfied
☐ No Opinion / Don't Know

13. IS THERE ANYTHING THAT MHA COULD HAVE DONE TO MAKE YOU MORE SATISFIED?

Sequence number 99901

For questions or assistance please contact:
Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
FAX (Toll-free): **1-877-895-3201**

SATISFACTION WITH CORE SERVICE AGENCY (CSA)

THIS SET OF QUESTIONS FOCUSES ON YOUR CURRENT LEVEL OF SATISFACTION WITH THE CORE SERVICE AGENCY, OR CSA, WITH WHICH YOU MOST FREQUENTLY WORK. ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED WITH . . . ?

(Please Circle Your Response to Each Question)

14. CLARITY OF POLICIES, PROCEDURES, AND OTHER COMMUNICATION	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
15. TIMELINESS OF AUTHORIZATIONS AND ELIGIBILITY DETERMINATIONS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
16. ACCESSIBILITY TO PROVIDERS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
17. TIMELINESS OF COMMUNICATION ABOUT THE PMHS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
18. LEADERSHIP IN SOLVING LOCAL MENTAL HEALTH PROBLEMS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
19. PLANNING FOR LOCAL MENTAL HEALTH NEEDS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
20. PROVIDER INVOLVEMENT IN POLICY MAKING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
21. TECHNICAL ASSISTANCE	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
22. INTERAGENCY COORDINATION	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

23. IN THE LAST YEAR, DID YOU EXPRESS ANY CONCERNS TO CSA?

- ☐ Yes
☐ No *(Skip to Q25)*

24. HOW SATISFIED WERE YOU WITH HOW YOUR CONCERNS WERE ADDRESSED?	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
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25. WHAT IS YOUR OVERALL SATISFACTION WITH THE CORE SERVICE AGENCY? ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED

- ☐ Very Satisfied
☐ Satisfied
☐ Neutral
☐ Dissatisfied
☐ Very Dissatisfied
☐ No Opinion / Don't Know

26. IS THERE ANYTHING THAT CSA COULD HAVE DONE TO MAKE YOU MORE SATISFIED? _____

Sequence number 99901
 For questions or assistance please contact:
 Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
 FAX (Toll-free): **1-877-895-3201**

SATISFACTION WITH VALUEOPTIONS MARYLAND

THIS SET OF QUESTIONS FOCUSES ON YOUR CURRENT LEVEL OF SATISFACTION WITH VALUEOPTIONS MARYLAND. ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED WITH . . . ?

CARE MANAGERS:

(Please Circle Your Response to Each Question)

27. AVAILABILITY OF CARE MANAGERS DURING BUSINESS HOURS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
28. KNOWLEDGE OF CARE MANAGERS DURING BUSINESS HOURS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
29. KNOWLEDGE OF CARE MANAGERS AFTER HOURS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

AUTHORIZATIONS:

(Please Circle Your Response to Each Question)

30. ONLINE AUTHORIZATION SYSTEM USING PROVIDERCONNECT	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
31. APPLICATION OF MEDICAL NECESSITY CRITERIA	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
32. TIMEFRAME IN WHICH AUTHORIZATION REQUESTS ARE PROCESSED	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
33. MEDICAL NECESSITY APPEALS PROCESS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

CUSTOMER SERVICE:

(Please Circle Your Response to Each Question)

34. <u>AVAILABILITY</u> OF CUSTOMER SERVICE REPRESENTATIVES	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
35. <u>KNOWLEDGE</u> OF CUSTOMER SERVICE REPRESENTATIVES	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

CLAIMS:

(Please Circle Your Response to Each Question)

36. ACCURACY AND TIMELINESS OF <u>PAPER</u> CLAIMS PROCESSING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
37. ACCURACY AND TIMELINESS OF <u>ELECTRONIC</u> CLAIMS PROCESSING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
38. CLAIMS APPEAL PROCESS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

Sequence number 99901

For questions or assistance please contact:
Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
FAX (Toll-free): **1-877-895-3201**

SATISFACTION WITH VALUEOPTIONS MARYLAND

(Continued)

ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED WITH . . . ?

COMMUNICATIONS

(Please Circle Your Response to Each Question)

39. CLARITY OF THE PROVIDER MANUAL	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
40. ONLINE COMMUNICATION THROUGH WWW.VALUEOPTIONS.COM, SUCH AS PROVIDER ALERTS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
41. PROVIDER TRAINING	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE
42. PROVIDER AUDITING AND CONSULTATION PROCESS	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	NOT APPLICABLE

43. IN THE LAST YEAR, DID YOU EXPRESS ANY CONCERNS TO VALUEOPTIONS?

- ☐ Yes
☐ No (Skip to Q45)

44. HOW SATISFIED WERE YOU WITH HOW YOUR CONCERNS WERE ADDRESSED?	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED
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45. WHAT IS YOUR OVERALL SATISFACTION WITH VALUEOPTIONS? ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED?

VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED
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46. IS THERE ANYTHING VALUEOPTIONS COULD HAVE DONE TO MAKE YOU MORE SATISFIED?

47. WHAT IS YOUR CURRENT LEVEL OF SATISFACTION WITH YOUR ABILITY TO MEET THE CLINICAL NEEDS OF THE CONSUMERS YOU SERVE WITHIN THIS SYSTEM? ARE YOU VERY SATISFIED, SATISFIED, NEUTRAL, DISSATISFIED, OR VERY DISSATISFIED?

VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED
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Sequence number 99901
For questions or assistance please contact:
Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
FAX (Toll-free): **1-877-895-3201**

PROVIDER CHARACTERISTICS

(Please Check Your Response to Each Question)

48. IN WHICH CORE SERVICE AGENCY JURISDICTION DO YOU PROVIDE SERVICES MOST FREQUENTLY?

- | | | |
|--|---|---|
| <input type="checkbox"/> Allegany County | <input type="checkbox"/> Charles County | <input type="checkbox"/> Prince Georges County |
| <input type="checkbox"/> Anne Arundel County | <input type="checkbox"/> Frederick County | <input type="checkbox"/> St. Mary's County |
| <input type="checkbox"/> Baltimore City | <input type="checkbox"/> Garrett County | <input type="checkbox"/> Washington County |
| <input type="checkbox"/> Baltimore County | <input type="checkbox"/> Harford County | <input type="checkbox"/> Wicomico/Somerset County |
| <input type="checkbox"/> Calvert County | <input type="checkbox"/> Howard County | <input type="checkbox"/> Worcester County |
| <input type="checkbox"/> Carroll County | <input type="checkbox"/> Mid-Shore Counties | <input type="checkbox"/> No Opinion/Don't Know |
| <input type="checkbox"/> Cecil County | <input type="checkbox"/> Montgomery County | |

49. DO YOU PROVIDE SERVICES IN MULTIPLE CSA JURISDICTIONS?

- ☐ Yes
☐ No
☐ No Opinion/Don't Know

(Please Answer Q50 Only if an Individual Provider.)

50. WHAT IS YOUR PROFESSIONAL DISCIPLINE?

- | | | |
|---------------------------------------|---|--|
| <input type="checkbox"/> MD | <input type="checkbox"/> RN Psychotherapist | <input type="checkbox"/> Some Other Discipline (specify) _____ |
| <input type="checkbox"/> Psychologist | <input type="checkbox"/> LCPC | |
| <input type="checkbox"/> LCSW-C | <input type="checkbox"/> OT | <input type="checkbox"/> Not Applicable/No Opinion |

(Please Answer Q51 Only if an Inpatient or Residential Treatment Facility.)

51. WHAT TYPE OF FACILITY DO YOU REPRESENT?

- | | |
|---|--|
| <input type="checkbox"/> State Psychiatric Hospital | <input type="checkbox"/> Residential Treatment Center |
| <input type="checkbox"/> Private Psychiatric Hospital | <input type="checkbox"/> Some Other Facility (specify) _____ |
| <input type="checkbox"/> Psychiatric Unit at a General Hospital | <input type="checkbox"/> Not Applicable / No Opinion |

(Please Answer Q52 Only if a Community Agency/Program.)

52. WHAT TYPES OF PROGRAMS [DO YOU / DOES YOUR AGENCY PROVIDE? (Check all that apply:)]

- | | |
|---|---|
| <input type="checkbox"/> Mental Health Case Management | <input type="checkbox"/> Residential Rehabilitation Program |
| <input type="checkbox"/> Mobile Treatment Services | <input type="checkbox"/> Respite Care Services |
| <input type="checkbox"/> Outpatient Mental Health Clinic | <input type="checkbox"/> Supported Employment Program |
| <input type="checkbox"/> Partial Hospitalization Program | <input type="checkbox"/> Therapeutic Nursery |
| <input type="checkbox"/> Psychiatric Rehabilitation Program | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Residential Crisis Program | <input type="checkbox"/> Not Applicable/No Opinion |

53. HAVE YOU BEEN A PROVIDER IN THE PUBLIC MENTAL HEALTH SYSTEM FOR MORE THAN ONE YEAR?

- ☐ Yes
☐ No
☐ No Opinion/Don't Know

54. WHICH FUNCTION(S) DO YOU PERFORM FOR YOUR PROGRAM OR FACILITY? (Check all that apply:)]

- | | |
|---|--|
| <input type="checkbox"/> Clinical | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Administration | <input type="checkbox"/> Not Applicable/No Opinion |

YOUR OPINION IS IMPORTANT TO US. THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY.

Sequence number 99901

For questions or assistance please contact:
Fact Finders at (Toll-free) 1-800-895-3228.

Please return completed questionnaire to:
FAX (Toll-free): **1-877-895-3201**

APPENDIX B:

Additional Survey Analyses

I. Relationship Between Service Items and Overall Ratings

The provider survey included three sections: ratings of MHA, ratings of the CSA, and ratings of ValueOptions. Each section included questions about specific service dimensions, as well as overall satisfaction. Analysis was conducted to see which specific service dimensions are related to overall satisfaction.

Mental Hygiene Administration (MHA)

There is a significant relationship between each of the 10 tested MHA service dimensions and overall satisfaction with the MHA. The service dimensions are:

- Clarity of Policies, Procedures, and Other Communications
- Medical Necessity Criteria and Referral Guidelines
- Timeliness of Communication about the PMHS
- Clarity of Regulations
- Reimbursement Rates
- Provider Involvement in Policy Making
- Provider Training
- Technical Assistance
- Addressing Concerns
- Outcomes Measurement System or OMS

In looking at the threshold for dissatisfaction with MHA services, overall satisfaction diminishes with the first service dimension dissatisfaction. As might be expected, overall dissatisfaction becomes more likely as the number of service dimension dissatisfactions increases.

Overall Satisfaction with MHA	Average Number of Service Dimensions with which Provider is Dissatisfied
Very Satisfied	0
Satisfied	1
Neutral	2
Dissatisfied	4
Very Dissatisfied	7

Service dimensions with the highest levels of dissatisfaction, and therefore the most room for improvement, are reimbursement rates, provider involvement in policy making, and provider training.

Core Service Agency (CSA)

There is a significant relationship between each of the nine tested CSA service dimensions and overall satisfaction with the CSA. The service dimensions are:

- Clarity of Policies, Procedures, and Other Communications
- Timeliness of Communication about the PMHS
- Provider Involvement in Policy Making
- Technical Assistance
- Planning for Local Mental Health Needs
- Timeliness of Authorizations and Eligibility Determinations
- Accessibility to Providers
- Leadership in Solving Local Mental Health Problems
- Interagency Coordination

Service dimensions with the highest levels of dissatisfaction, and therefore the most room for improvement, are provider involvement in policy making, leadership in solving local mental health problems, and planning for local mental health needs.

In looking at the threshold for dissatisfaction with CSA services, overall satisfaction diminishes with the first service dimension dissatisfaction. As might be expected, overall dissatisfaction becomes more likely as the number of service dimension dissatisfactions increases.

Overall Satisfaction with the CSA	Average Number of Service Dimensions with which Provider is Dissatisfied
Very Satisfied	0
Satisfied	0
Neutral	1
Dissatisfied	5
Very Dissatisfied	6

ValueOptions® Maryland

There is a significant relationship between each of the 18 tested ValueOptions® Maryland service dimensions and overall satisfaction with ValueOptions® Maryland. Service dimensions categories are:

- Care Managers
- Customer Service Representatives
- Communications
- Claims Processing
- Authorizations

Service dimensions with the highest levels of dissatisfaction, and therefore the most room for improvement, are knowledge of care managers after hours, claims appeals process, medical necessity appeals process, and provider training.

In looking at the threshold for dissatisfaction with ValueOptions® Maryland, overall satisfaction diminishes with the first service dimension dissatisfaction. As might be expected, overall dissatisfaction becomes more likely as the number of service dimension dissatisfactions increases.

Overall Satisfaction with ValueOptions® Maryland	Average Number of Service Dimensions with which Provider is Dissatisfied
Very Satisfied	0
Satisfied	1
Neutral	2
Dissatisfied	5
Very Dissatisfied	8

II. Ratings for OMHC and PRP

SUMMARY OF MHA SATISFACTION RATINGS OMHC						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	8.9%	64.4%	17.8%	8.9%	0.0%	45
Clarity of Regulations	6.7%	64.4%	22.2%	6.7%	0.0%	45
Medical Necessity Criteria and Referral Guidelines	15.6%	62.2%	13.3%	6.7%	2.2%	45
Timeliness of Communication about the PMHS	20.0%	64.4%	13.3%	2.2%	0.0%	45
Reimbursement Rates	11.1%	22.2%	22.2%	44.4%	0.0%	45
Provider Involvement in Policy Making	8.9%	46.7%	24.4%	15.6%	4.4%	45
Provider Training	6.7%	44.4%	35.6%	13.3%	0.0%	45
Technical Assistance	13.6%	38.6%	45.5%	2.3%	0.0%	44
Addressing Concerns	14.3%	42.9%	21.4%	14.3%	7.1%	14
Outcomes Measurement System or OMS	20.5%	50.0%	20.5%	6.8%	2.3%	44

Survey question: These questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.

SUMMARY OF MHA SATISFACTION RATINGS PRP						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	13.5%	59.5%	18.9%	8.1%	0.0%	37
Clarity of Regulations	13.9%	50.0%	22.2%	11.1%	2.8%	36
Medical Necessity Criteria and Referral Guidelines	25.0%	47.2%	16.7%	8.3%	2.8%	36
Timeliness of Communication about the PMHS	16.7%	66.7%	13.9%	2.8%	0.0%	36
Reimbursement Rates	5.6%	33.3%	27.8%	30.6%	2.8%	36
Provider Involvement in Policy Making	11.1%	41.7%	25.0%	13.9%	8.3%	36
Provider Training	8.1%	54.1%	24.3%	13.5%	0.0%	37
Technical Assistance	16.2%	35.1%	40.5%	5.4%	2.7%	37
Addressing Concerns	15.8%	26.3%	15.8%	26.3%	15.8%	19
Outcomes Measurement System or OMS	15.2%	36.4%	33.3%	15.2%	0.0%	33
<p><i>Survey question: These questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

SUMMARY OF CSA SATISFACTION RATINGS OMHC						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	9.3%	60.5%	16.3%	11.6%	2.3%	43
Timeliness of Authorizations and Eligibility Determinations	15.4%	61.5%	15.4%	5.1%	2.6%	39
Accessibility to Providers	24.4%	46.3%	22.0%	7.3%	0.0%	41
Timeliness of Communication about the PMHS	19.5%	53.7%	22.0%	4.9%	0.0%	41
Leadership in Solving Local Mental Health Problems	12.2%	43.9%	29.3%	7.3%	7.3%	41
Planning for Local Mental Health Needs	14.6%	43.9%	29.3%	4.9%	7.3%	41
Provider Involvement in Policy Making	9.5%	47.6%	26.2%	9.5%	7.1%	42
Technical Assistance	10.0%	45.0%	37.5%	5.0%	2.5%	40
Interagency Coordination	11.9%	47.6%	28.6%	11.9%	0.0%	42
Addressing Concerns	27.8%	38.9%	11.1%	11.1%	11.1%	18
<p><i>Survey question: This set of questions focuses on your current level of satisfaction with the core service agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

SUMMARY OF CSA SATISFACTION RATINGS PRP						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	22.9%	48.6%	17.1%	11.4%	0.0%	35
Timeliness of Authorizations and Eligibility Determinations	21.9%	59.4%	12.5%	6.2%	0.0%	32
Accessibility to Providers	28.1%	50.0%	15.6%	3.1%	3.1%	32
Timeliness of Communication about the PMHS	30.3%	42.4%	18.2%	6.1%	3.0%	33
Leadership in Solving Local Mental Health Problems	27.3%	42.4%	18.2%	6.1%	6.1%	33
Planning for Local Mental Health Needs	21.2%	39.4%	27.3%	6.1%	6.1%	33
Provider Involvement in Policy Making	21.2%	33.3%	30.3%	9.1%	6.1%	33
Technical Assistance	18.8%	28.1%	40.6%	6.2%	6.2%	32
Interagency Coordination	18.2%	51.5%	15.2%	12.1%	3.0%	33
Addressing Concerns	30.8%	46.2%	15.4%	7.7%	0.0%	13
<p><i>Survey question: This set of questions focuses on your current level of satisfaction with the core service agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i></p> <p><i>Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.</i></p>						

**SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS
OMHC**

Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	24.4%	53.7%	19.5%	2.4%	0.0%	41
Knowledge of Care Managers During Business Hours	17.1%	48.8%	22.0%	7.3%	4.9%	41
Knowledge of Care Managers After Hours	7.7%	42.3%	42.3%	7.7%	0.0%	26
Online Authorization	27.3%	59.1%	6.8%	6.8%	0.0%	44
Application of Medical Necessity Criteria	9.5%	54.8%	26.2%	7.1%	2.4%	42
Timely Authorization	31.8%	43.2%	20.5%	4.5%	0.0%	44
Medical Necessity Appeals Process	9.7%	32.3%	38.7%	19.4%	0.0%	31
Availability of Customer Service Representatives	25.0%	50.0%	22.7%	2.3%	0.0%	44
Knowledge of Customer Service Representatives	13.6%	47.7%	34.1%	4.5%	0.0%	44
Paper Claims Processing	6.5%	38.7%	45.2%	9.7%	0.0%	31
Electronic Claims Processing	24.4%	53.7%	19.5%	2.4%	0.0%	41
Claims Appeal Process	15.2%	39.4%	30.3%	12.1%	3.0%	33
Clarity of Provider Manual	11.4%	59.1%	25.0%	4.5%	0.0%	44
Online Communication	22.2%	68.9%	2.2%	4.4%	2.2%	45
Provider Training	9.1%	47.7%	31.8%	11.4%	0.0%	44
Provider Auditing and Consultation Process	7.9%	50.0%	36.8%	2.6%	2.6%	38
Addressing Concerns	0.0%	56.2%	25.0%	12.5%	6.2%	16

Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.

**SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS
PRP**

Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	22.9%	62.9%	14.3%	0.0%	0.0%	35
Knowledge of Care Managers During Business Hours	17.1%	51.4%	14.3%	11.4%	5.7%	35
Knowledge of Care Managers After Hours	8.0%	36.0%	52.0%	4.0%	0.0%	25
Online Authorization	24.3%	54.1%	8.1%	13.5%	0.0%	37
Application of Medical Necessity Criteria	11.1%	50.0%	30.6%	8.3%	0.0%	36
Timely Authorization	29.7%	37.8%	27.0%	5.4%	0.0%	37
Medical Necessity Appeals Process	11.5%	19.2%	42.3%	23.1%	3.8%	26
Availability of Customer Service Representatives	19.4%	61.1%	13.9%	5.6%	0.0%	36
Knowledge of Customer Service Representatives	8.1%	59.5%	29.7%	2.7%	0.0%	37
Paper Claims Processing	16.0%	32.0%	48.0%	4.0%	0.0%	25
Electronic Claims Processing	25.0%	56.2%	18.8%	0.0%	0.0%	32
Claims Appeal Process	14.8%	37.0%	33.3%	11.1%	3.7%	27
Clarity of Provider Manual	18.4%	50.0%	26.3%	5.3%	0.0%	38
Online Communication	21.1%	55.3%	15.8%	5.3%	2.6%	38
Provider Training	11.1%	44.4%	36.1%	8.3%	0.0%	36
Provider Auditing and Consultation Process	11.8%	44.1%	35.3%	5.9%	2.9%	34
Addressing Concerns	0.0%	56.2%	31.2%	12.5%	0.0%	16

Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.

**ABILITY TO MEET THE CLINICAL NEEDS OF CONSUMERS
WITHIN THIS SYSTEM**

Provider Population:	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Total 2013 Providers	22.5%	52.9%	14.2%	8.0%	2.5%	325
OMHC	22.2%	53.3%	8.9%	11.1%	4.4%	45
PRP	18.4%	55.3%	10.5%	13.2%	2.6%	38

Survey question: What is your current level of satisfaction with your ability to meet the clinical needs of the consumers you serve within this system? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Note: Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.

III. Provider Characteristics

PROVIDER CHARACTERISTICS: PRIMARY CSA JURISDICTION																					
	Allegany County	Anne Arundel County	Baltimore City	Baltimore County	Calvert County	Carroll County	Cecil County	Charles County	Frederick County	Garrett County	Harford County	Howard County	Mid- Shore Counties	Montgomery County	Prince Georges County	St. Mary's County	Washington County	Wicomico/ Somerset County	Worcester County	No Opinion	Total (N)
Provider Population:	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	
Total 2013 Providers	3.3%	5.3%	27.6%	12.5%	1.2%	1.8%	1.8%	1.2%	1.5%	0.3%	2.1%	2.1%	4.5%	7.4%	12.5%	1.2%	5.3%	4.7%	0.9%	3.0%	337
OMHC	0.0%	2.2%	17.8%	11.1%	0.0%	2.2%	0.0%	6.7%	0.0%	0.0%	0.0%	2.2%	15.6%	11.1%	17.8%	2.2%	2.2%	4.4%	2.2%	2.2%	45
PRP	0.0%	0.0%	18.4%	7.9%	2.6%	2.6%	0.0%	5.3%	0.0%	0.0%	0.0%	2.6%	5.3%	7.9%	21.1%	2.6%	7.9%	2.6%	7.9%	5.3%	38
Survey question: In which Core Service Agency jurisdiction do you provide services most frequently?																					
Notes: Rows sum to 100%. Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.																					

PROVIDER CHARACTERISTICS: SERVICE PROVISION IN MULTIPLE CSA JURISDICTIONS				
Provider Population:	Multiple Jurisdictions %	Not Multiple %	No Opinion %	Total (N)
Total 2013 Providers	38.0%	54.9%	7.1%	337
Individual Providers	30.5%	62.1%	7.4%	203
Facilities / Agencies	49.3%	44.0%	6.7%	134
OMHC	55.6%	40.0%	4.4%	45
PRP	63.2%	31.6%	5.3%	38

Survey question: Do you provide services within multiple CSA jurisdictions?

Notes: Rows sum to 100%. Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculations.

**PROVIDER CHARACTERISTICS:
LENGTH OF TIME IN PMHS**

Provider Population:	More than 1 Year %	Less than 1 Year %	No Opinion %	Total (N)
Total 2013 Providers	89.6%	3.9%	6.5%	336
Individual Providers	87.6%	3.0%	9.4%	202
Facilities / Agencies	92.5%	5.2%	2.2%	134
OMHC	100%	0.0%	0.0%	45
PRP	92.1%	7.9%	0.0%	38

Survey question: Have you been a provider in the public mental health system for more than one year?

Notes: Rows sum to 100%. Respondents who selected 'Not Applicable' were not included in the total (N) and percentage calculation.

IV. Differences between Programs/Facilities and Individual Practitioners

Analysis was conducted to determine if there is any difference in ratings between Programs/Facilities and Individual Practitioners.

Ratings of MHA

For the following factors, there is a statistically significant difference in ratings of MHA between Programs/Facilities and Individual Practitioners. The level of significance indicates the likelihood that observed differences between populations reflect actual differences in opinion, rather than chance. For this report, a significance level of ($p < .05$) is considered statistically significant, which indicates that there is a less than 5% chance that observed differences are based on chance.

The following two tables present questions for which there is a statistically significant difference by provider type.

Overall satisfaction with MHA does not differ significantly by provider type.

MHA RATINGS WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE
(Table 1 of 2)

Survey Item		Individual Practitioners	Programs / Facilities
Clarity of Policies, Procedures, and Other Communication	Very Satisfied	18.8%	10.9%
	Satisfied	46.5%	59.4%
	Neutral	20.0%	18.0%
	Dissatisfied	10.0%	10.2%
	Very Dissatisfied	4.7%	1.6%
	Total (N)	170	128
Clarity of Regulations	Very Satisfied	14.6%	8.5%
	Satisfied	44.4%	54.3%
	Neutral	29.2%	24.0%
	Dissatisfied	8.8%	10.9%
	Very Dissatisfied	2.9%	2.3%
	Total (N)	171	129
Medical Necessity Criteria and Referral Guidelines	Very Satisfied	17.9%	14.0%
	Satisfied	43.2%	61.2%
	Neutral	25.9%	13.2%
	Dissatisfied	10.5%	7.8%
	Very Dissatisfied	2.5%	3.9%
	Total (N)	162	129
Timeliness of Communication about the PMHS	Very Satisfied	22.2%	18.0%
	Satisfied	43.8%	53.1%
	Neutral	19.8%	17.2%
	Dissatisfied	9.9%	7.8%
	Very Dissatisfied	4.3%	3.9%
	Total (N)	162	128
Reimbursement Rates	Very Satisfied	15.3%	6.3%
	Satisfied	31.2%	33.3%
	Neutral	21.8%	23.8%
	Dissatisfied	24.1%	28.6%
	Very Dissatisfied	7.6%	7.9%
	Total (N)	170	126

MHA RATINGS WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE
(Table 2 of 2)

Survey Item		Individual Practitioners	Programs / Facilities
Provider Involvement in Policy Making	Very Satisfied	11.3%	9.6%
	Satisfied	20.7%	33.6%
	Neutral	47.3%	31.2%
	Dissatisfied	12.7%	18.4%
	Very Dissatisfied	8.0%	7.2%
	Total (N)	150	125
Provider Training	Very Satisfied	11.8%	6.2%
	Satisfied	34.2%	44.5%
	Neutral	39.5%	32.0%
	Dissatisfied	12.5%	12.5%
	Very Dissatisfied	2.0%	4.7%
	Total (N)	152	128
Technical Assistance	Very Satisfied	20.4%	13.5%
	Satisfied	45.2%	41.3%
	Neutral	24.8%	31.7%
	Dissatisfied	6.4%	9.5%
	Very Dissatisfied	3.2%	4.0%
	Total (N)	157	126
Expressed Concerns to MHA	Yes	16.2%	36.6%
	No	83.8%	63.4%
	Total (N)	185	131
How Concerns Were Addressed	Very Satisfied	10.3%	10.4%
	Satisfied	20.7%	31.2%
	Neutral	13.8%	25.0%
	Dissatisfied	37.9%	22.9%
	Very Dissatisfied	17.2%	10.4%
	Total (N)	29	48
OMS	Very Satisfied	19.5%	12.3%
	Satisfied	36.7%	45.6%
	Neutral	35.2%	24.6%
	Dissatisfied	4.7%	13.2%
	Very Dissatisfied	3.9%	4.4%
	Total (N)	128	114

Ratings of the CSA

For the following factors, there is a statistically significant difference in ratings of the CSA between Programs/Facilities and Individual Practitioners. The level of significance indicates the likelihood that observed differences between populations reflect actual differences in opinion, rather than chance. For this report, a significance level of ($p < .05$) is considered statistically significant, which indicates that there is a less than 5% chance that observed differences are based on chance.

The following two tables present questions for which there is a statistically significant difference by provider type.

CSA RATINGS WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE (Table 1 of 2)			
Survey Item		Individual Practitioners	Programs / Facilities
Clarity of Policies, Procedures, and Other Communication	Very Satisfied	16.4%	17.2%
	Satisfied	35.6%	50.8%
	Neutral	37.7%	20.5%
	Dissatisfied	6.8%	7.4%
	Very Dissatisfied	3.4%	4.1%
	Total (N)	146	122
Timeliness of Authorizations and Eligibility Determinations	Very Satisfied	25.2%	18.4%
	Satisfied	41.7%	55.3%
	Neutral	21.2%	16.7%
	Dissatisfied	7.9%	7.0%
	Very Dissatisfied	4.0%	2.6%
	Total (N)	151	114
Accessibility to Providers	Very Satisfied	16.9%	28.8%
	Satisfied	43.2%	46.6%
	Neutral	27.0%	16.1%
	Dissatisfied	10.1%	6.8%
	Very Dissatisfied	2.7%	1.7%
	Total (N)	148	118
Leadership in Solving Local Mental Health Problems	Very Satisfied	12.5%	22.0%
	Satisfied	31.2%	40.7%
	Neutral	37.5%	22.9%
	Dissatisfied	14.6%	7.6%
	Very Dissatisfied	4.2%	6.8%
	Total (N)	144	118

CSA RATINGS WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE (Table 2 of 2)			
Survey Item		Individual Practitioners	Programs / Facilities
Planning for Local Mental Health Needs	Very Satisfied	13.9%	13.3%
	Satisfied	26.4%	47.5%
	Neutral	41.7%	22.5%
	Dissatisfied	11.8%	10.0%
	Very Dissatisfied	6.2%	6.7%
	Total (N)	144	120
Provider Involvement in Policy Making	Very Satisfied	9.0%	11.3%
	Satisfied	24.8%	40.9%
	Neutral	46.6%	30.4%
	Dissatisfied	14.3%	9.6%
	Very Dissatisfied	5.3%	7.8%
	Total (N)	133	115
Interagency Coordination	Very Satisfied	16.4%	16.8%
	Satisfied	30.0%	44.5%
	Neutral	37.9%	26.1%
	Dissatisfied	10.0%	8.4%
	Very Dissatisfied	5.7%	4.2%
	Total (N)	140	119
Expressed Concerns to the CSA	Yes	14.4%	42.1%
	No	85.6%	57.9%
	Total (N)	174	126
Overall Satisfaction with the CSA	Very Satisfied	16.2%	24.4%
	Satisfied	38.5%	44.5%
	Neutral	33.8%	20.2%
	Dissatisfied	6.8%	4.2%
	Very Dissatisfied	4.7%	6.7%
	Total (N)	148	119

Ratings of ValueOptions® Maryland

For the following factors, there is a statistically significant difference in ratings of ValueOptions® Maryland between Programs/Facilities and Individual Practitioners. The level of significance indicates the likelihood that observed differences between populations reflect actual differences in opinion, rather than chance. For this report, a significance level of ($p < .05$) is considered statistically significant, which indicates that there is a less than 5% chance that observed differences are based on chance.

The following three tables present questions for which there is a statistically significant difference by provider type.

VALUEOPTIONS® MARYLAND RATINGS WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE (Table 1 of 3)			
Survey Item		Individual Practitioners	Programs / Facilities
Availability of Care Managers During Business Hours	Very Satisfied	32.4%	23.6%
	Satisfied	49.4%	57.7%
	Neutral	12.4%	14.6%
	Dissatisfied	4.7%	4.1%
	Very Dissatisfied	1.2%	0.0%
	Total (N)	170	123
Knowledge of Care Managers During Business Hours	Very Satisfied	25.9%	16.9%
	Satisfied	50.0%	54.0%
	Neutral	15.7%	18.5%
	Dissatisfied	7.2%	8.1%
	Very Dissatisfied	1.2%	2.4%
	Total (N)	166	124
Online Authorization	Very Satisfied	41.6%	34.1%
	Satisfied	43.8%	46.0%
	Neutral	5.1%	12.7%
	Dissatisfied	7.3%	7.1%
	Very Dissatisfied	2.2%	0.0%
	Total (N)	178	126
Application of Medical Necessity Criteria	Very Satisfied	18.5%	9.5%
	Satisfied	51.1%	57.1%
	Neutral	22.5%	26.2%
	Dissatisfied	4.5%	5.6%
	Very Dissatisfied	3.4%	1.6%
	Total (N)	178	126
Availability of Customer Service Representatives	Very Satisfied	27.2%	27.9%
	Satisfied	46.2%	50.4%
	Neutral	16.3%	14.7%
	Dissatisfied	9.2%	7.0%
	Very Dissatisfied	1.1%	0.0%
	Total (N)	184	129

VALUEOPTIONS® MARYLAND RATINGS
WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE
 (Table 2 of 3)

Survey Item		Individual Practitioners	Programs / Facilities
Knowledge of Customer Service Representatives	Very Satisfied	25.4%	17.6%
	Satisfied	48.6%	51.1%
	Neutral	17.8%	22.9%
	Dissatisfied	5.9%	7.6%
	Very Dissatisfied	2.2%	0.8%
	Total (N)	185	131
Paper Claims Processing	Very Satisfied	24.3%	7.6%
	Satisfied	44.3%	50.6%
	Neutral	26.4%	34.2%
	Dissatisfied	3.6%	7.6%
	Very Dissatisfied	1.4%	0.0%
	Total (N)	140	79
Electronic Claims Processing	Very Satisfied	37.0%	28.8%
	Satisfied	38.8%	48.3%
	Neutral	21.2%	17.8%
	Dissatisfied	2.4%	3.4%
	Very Dissatisfied	0.6%	1.7%
	Total (N)	165	118
Claims Appeal Process	Very Satisfied	11.1%	12.0%
	Satisfied	32.6%	47.0%
	Neutral	45.2%	29.0%
	Dissatisfied	8.9%	9.0%
	Very Dissatisfied	2.2%	3.0%
	Total (N)	135	100
Clarity of Provider Manual	Very Satisfied	13.4%	10.4%
	Satisfied	51.8%	56.8%
	Neutral	29.3%	23.2%
	Dissatisfied	4.9%	8.0%
	Very Dissatisfied	0.6%	1.6%
	Total (N)	164	125

**VALUEOPTIONS® MARYLAND RATINGS
WITH SIGNIFICANT DIFFERENCES BY PROVIDER TYPE
(Table 3 of 3)**

Survey Item		Individual Practitioners	Programs / Facilities
Online Communication	Very Satisfied	19.4%	21.9%
	Satisfied	49.7%	58.6%
	Neutral	25.1%	10.9%
	Dissatisfied	4.6%	5.5%
	Very Dissatisfied	1.1%	3.1%
	Total (N)	175	128
Provider Training	Very Satisfied	14.0%	8.1%
	Satisfied	41.3%	49.6%
	Neutral	38.5%	30.1%
	Dissatisfied	4.9%	11.4%
	Very Dissatisfied	1.4%	0.8%
	Total (N)	143	123
Expressed Concerns to ValueOptions® Maryland	Yes	20.0%	45.4%
	No	80.0%	54.6%
	Total (N)	190	130
Provider Auditing and Consultation Process	Very Satisfied	12.3%	10.0%
	Satisfied	37.7%	45.5%
	Neutral	41.5%	37.3%
	Dissatisfied	5.4%	6.4%
	Very Dissatisfied	3.1%	0.9%
	Total (N)	130	110
Addressing Concerns	Very Satisfied	16.7%	12.1%
	Satisfied	30.6%	41.4%
	Neutral	19.4%	25.9%
	Dissatisfied	25.0%	13.8%
	Very Dissatisfied	8.3%	6.9%
	Total (N)	36	58
Overall Satisfaction With ValueOptions® Maryland	Very Satisfied	22.9%	18.5%
	Satisfied	58.9%	56.2%
	Neutral	13.5%	16.9%
	Dissatisfied	3.6%	6.9%
	Very Dissatisfied	1.0%	1.5%
	Total (N)	192	130

APPENDIX C:
Summary of Suggestions for Improvement

I. INTRODUCTION

The Mental Hygiene Administration (MHA) contracts with ValueOptions® Maryland to provide various administrative services, including evaluation activities, for the Public Mental Health System (PMHS). One of the evaluation activities is the biennial administration of a provider survey. The survey is designed to collect information regarding providers' experiences and satisfaction with MHA, the Core Service Agencies (CSAs) and the Administrative Services Organization, ValueOptions®.

This appendix summarizes providers' responses to the three open-ended questions asked for the 2013 PMHS provider survey. Responses were categorized by content area. Responses containing more than one content area are categorized according to the content first addressed.

II. SUGGESTIONS TO IMPROVE MHA: PROGRAMS/FACILITIES

Survey Question: Is there anything that MHA could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	86
Professional Communication with Providers	21
More Resources for Consumers	5
Customer Service	0
Provider Training and Education	4
Reimbursement Rates	11
Authorization / Care Management	0
Online Services / Information Technology	0
Other	7
Total	134

III. SUGGESTIONS TO IMPROVE MHA: INDIVIDUAL PRACTITIONERS

Survey Question: Is there anything that MHA could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	155
Reimbursement Rates	12
Professional Communication with Providers	12
Customer Service	0
Authorization / Care Management	0
Claims Processing	0
Online Services / Information Technology	0
Treatment Plans	0
Provider Training and Education	6
Credentialing	0
More Resources for Consumers	8
Other	10
Total	203

IV. SUGGESTIONS TO IMPROVE CSA: PROGRAMS/FACILITIES

Survey Question: Is there anything that CSA could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	100
Professional Communication with Providers	11
Customer Service	0
More Resources for Consumers	8
Claims Processing	0
Authorization / Care Management	0
Online Services / Information Technology	1
Provider Training and Education	0
Other	14
Total	134

V. SUGGESTIONS TO IMPROVE CSA: INDIVIDUAL PRACTITIONERS

Survey Question: Is there anything that CSA could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	159
Professional Communication with Providers	13
More Resources for Consumers	7
Authorization / Care Management	3
Customer Service	6
Online Services / Information Technology	0
Reimbursement Rates	2
Treatment Plans	0
Provider Training and Education	2
Other	11
Total	203

VI. SUGGESTIONS TO IMPROVE VALUEOPTIONS®: PROGRAMS/FACILITIES

Survey Question: Is there anything that ValueOptions could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	81
Customer Service	10
Authorization / Care Management	6
Claims Processing	3
Professional Communication with Providers	0
Online Services / Information Technology	5
More Resources for Consumers	0
Treatment Plans	0
Other	29
Total	134

VII. SUGGESTIONS TO IMPROVE VALUEOPTIONS®: INDIVIDUAL PRACTITIONERS

Survey Question: Is there anything that ValueOptions could have done to make you more satisfied?

Comment	Frequency
No suggestions / Positive comment	139
Authorization / Care Management	15
Claims Processing	7
Treatment Plans	0
Customer Service	12
Reimbursement Rates	9
Online Services / Information Technology	6
Professional Communication with Providers	0
Provider Training and Education	3
Credentialing	2
More Resources for Consumers	0
Other	10
Total	203



Martin O'Malley, Governor

Anthony G. Brown, Lt. Governor

Joshua M. Sharfstein, M.D., Secretary,
Department of Health and Mental Hygiene

Gayle Jordan-Randolph, M.D., Deputy Secretary,
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